



Proactive Technologies News

Is an Apprenticeship Without Structured On-The-Job Training an Apprenticeship?

by Dean Prigelmeier, President of Proactive Technologies, Inc.



Career and vocation-focused training is a pivotal point in every current and future worker's life. This world is overwhelmed by forces that make the effort more difficult for the education and training providers, more urgent and critical for the learner, more scrutinized by the employer and constantly measured against time; how long the training takes (which determines costs) and the relevance of the skills acquired to the targeted job which is always moving to the next level of technology. If the training is not "continuously improved" and maintained to be predominantly current and accurate, the graduate may find that jobs for which the new-found skills were targeted now marginally or, even worse, no longer exist.

In theory, apprenticeships offer a promising approach for traditional trades and crafts. As of 2008, more jobs can be registered as apprenticeships with new models accepted by the U.S. Department of Labor. If the program is based on a sound structure and methodology (one that can work for any type of job classification), an apprenticeship capstone - the job-related, employer-based training - would be maintained current and accurate for at least the employer apprenticeship host. Without this component, an apprenticeship experience may be as hollow as some of the for-profit educational chains which are often criticized for high costs and low placement rates. [Read more.](#)

How Start-Ups and Technology Transfer Partnerships Can Benefit From Structured On-The-Job Training

by Stacey Lett, Regional Manager - Eastern U.S. - Proactive Technologies, Inc.



In the December, 2105 issue of Proactive Technologies Report article entitled "[Enterprise Expansion/Contraction and Worker Development Standardization](#)" this topic was touched on as it explained the process of

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Schedule

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[Click here](#) for descriptions of the following, and additional, presentations.

FOR ANY EMPLOYER:

PTI1004 - If You Can't Find Skilled Workers, Develop Your Own (45 minutes)

[Thursday April 14th, 2016](#)

[9:00 am MT \(11:00 am ET\)](#)

[Friday April 15th, 2016](#)

[7:00 am MT \(9:00 am ET\)](#)

[Monday April 18th, 2016](#)

[1:00 pm MT \(3:00 pm ET\)](#)

FOR ANY EMPLOYER

PTI1002 - Building a Low-Cost, Highly Effective Worker Training System (45 minutes)

[Thursday April 14th, 2016](#)

[1:00 pm MT \(3:00 pm ET\)](#)

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[Monday April 18th, 2016](#)

standardizing training for expanding, contracting, merging and acquiring enterprises. It discussed how to take inventory of incumbents and new-hires in training, and how to standardize multiple worker development strategies. But what about standardizing tasks that are in design, have just been designed or are evolving in their design? Or the importance of this component in creating an enterprise to perform the tasks meant to lead to profit from an innovation? If the goal is the repeatable high-quality performance of tasks once they have been formalized, then standardizing and documenting the procedural steps is necessary, though often an afterthought.

Entrepreneurs and engineers that design and fine-tune a production process or service strategy are immersed in it until they feel confident it is ready for scaling. Whether through "expert bias" - the overconfidence that results with satisfaction in discovery leading to the opinion that everyone should understand their innovation - or through mere oversight, a brilliant idea can fail in proliferation during efforts to transfer the processes and techniques without a formal structure. [Read more.](#)

Worker "Prior Learning Assessment" - Documenting Cumulative Work Skills and Knowledge Acquisition

by Dean Prigelmeier, President of Proactive Technologies, Inc. Older workers, boomers, generation X'ers and Millennials, have either encountered or seen the point on the horizon when they may be separated from their job and need to sum up the training, education, skills and experiences of the last years, or lifetime to date, in a one or two page resume as they hunt for the next open position. How does one accurately and adequately summarize 5, 10, or 40 years of experience so the next potential employer can recognize the value and determine the fit to their organization's needs? Can a person profile their life experiences and skill acquisition in a way that is complete and compelling?

For the last 20 years, many employers have used a "key-word" search filter to scan resumes, disqualifying millions of potential workers for not knowing the right words to match the key-word to explain their experience. Now that a vast majority of employers have realized the deficiencies of resume scanning programs - disqualifying well-qualified candidates for one - they are back to looking for substance in the resume to be substantiated at the interview. Being able to succinctly and completely summarize one's education, training and work experience is more important than ever as more qualified people compete for fewer quality jobs.

The new generation of high school graduates will encounter the

[7:00 am MT \(9:00 am ET\)](#)

FOR EDUCATION, WORKFORCE AND ECONOMIC DEVELOPMENT ORGANIZATIONS

**PTI1003 - Adding Employer-
Specific Structured OJT to Your
Training Support Strategy (45
minutes)**

[Thursday April 14th, 2016](#)

[7:00 am MT \(9:00 am ET\)](#)

[Friday April 15th, 2016](#)

[1:00 pm MT \(3:00 pm ET\)](#)

[Monday April 18th 2016](#)

[9:00 am MT \(11:00 am ET\)](#)

**To watch a video preview (approx
13 minutes), [click here](#).**

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same challenge, but unfortunately have less content to draw upon. But from the moment they enter the workforce they are adding value to their personal portfolio for every seminar they attend and every job for which they obtain and apply new skills and master new tasks. For every type of worker this "accounting" represents their value to their current and future employer and vital to maintaining their place in the economy.

For many, they have yet to take an inventory of their personal worth and "intellectual capital," and have failed to clearly detail it for anyone else to accurately sense the same value. Many have never even thought about it until pushed to take an inventory or explain their worth through job loss? [Read more.](#)

Piece-Part Incentives Gone Wrong

by Dean Prigelmeier, President of Proactive Technologies, Inc.
Sometimes we are tempted to take the easy route, even though it may cost more in the end, offer much less on the path to the desired outcome or cause us to repeat the effort another way. Shallow analyses and shortcuts often lead to unintended consequences. Changes to weaken metrics to convince us, or others, that progress is better than reality only postpones solutions to the underlying challenge. Too often we are focused on the search for a solution to a symptom and not the problem. The example I am about to share represents all of these tendencies.

As a Quality Control Line Inspector at an aerospace manufacturing facility in my early years, one of my first assignments was to in-process inspect work samples from several rows of NC Lathes, Mills and Grinders. I was assigned there with the implicit instructions to be on the look-out for "problems" identified by management: decreased quality yield, substantially high rates of scrap and rework, which lead to increased worker costs and lower returns. The proposed solution was more rigorous quality inspection of parts in-process before they became a component of an expensive sub-assembly or assembly.

While making my rounds, meeting the operators and inspecting samples, it seemed I was seeing evidence that management identified the "problem" correctly. I say problem, but my feeling was that I had not gotten to the root cause of what I was observing. I was rejecting parts at nearly every work station, on every pass. I decided to dig a little deeper - get to know the operators a little better to see if I could determine why this was happening. [Read more.](#)

Industry News

Seven Secrets of Sustainable Manufacturing Growth

UPCOMING EVENTS

[Onsite and Group Presentations](#)

Onsite and group presentations are being scheduled for April 20th - May 6th, 2016 for the following states:

Florida

Kansas (Kansas City, Lawrence and Topeka)

Missouri (Kansas City and Columbia)

North Carolina (Ashland and Western Area)

Ohio (North-Central, Northeast and Eastern Area)

South Carolina (UpState and Charleston Area)

Texas (Houston Area)

Watch your email inbox for dates if you live in these areas.

[Contact Us](#) to express your interest in an onsite or group presentation.

IndustryWeek

Despite bumps in the Chinese economy and global stock markets, the Federal Reserve reported that manufacturing output in the United States grew 0.5% in January 2016, rising

1.2% over the same time last year. Meanwhile, a survey by the Institute for Supply Management (ISM) indicated that new orders and production grew in January 2016.



With a cautiously optimistic eye on 2016, manufacturers and parts suppliers are looking to capitalize on new opportunities while wrestling with issues related to capacity, investment-and yes, even talent development-to wring more productivity out of their operations. [Read Article](#)

Voter Anger Explained In One Chart

IndustryWeek - Brookings

That a lot of voters are angry this year is a truism. What's less clear as the campaigns head for big states like Ohio and Florida is the source of the anger.



Tom Edsall fingers the "end of net upward mobility" and the "shrinkage of the middle class." Norman Ornstein points to the Wall Street bailouts after the financial collapse of 2008. And for that matter, Jared Bernstein of the Center on Budget and Policy Priorities stresses the frustration of decades of stagnant to declining real wages for low- and middle-earning workers. [Read Article](#)

Google's Robot Rivals Are Thriving as Search Giant Sells

IndustryWeek - Bloomberg

The lazy narrative that everything Google throws money and brainpower at will turn to gold took a hit on Thursday when Bloomberg News reported the search giant had put its Boston Dynamics robot unit up for sale.



Google, known as Alphabet since last year, has some brilliant minds working on robotics and it is inspiring that a company is willing to take bold bets on technologies like humanoid robots that won't pay off for years. [Read Article](#)

Goldman Sachs: The US Manufacturing Recession Might Be Over

IndustryWeek

The U.S. manufacturing sector just batted



Since mid-2014, the collapse in oil prices has hit manufacturers tied to the energy industry while the rise of the U.S. dollar was broadly crimping activity. These headwinds are no longer strong enough to dim Goldman Sachs Group Inc.'s "near-term optimism" on U.S. manufacturing.

Regional surveys on the state of factories in the Philadelphia, New York, Richmond, Kansas City, and Dallas Federal Reserve districts all showed marked improvement in March. This uptick in activity prompted Goldman Analyst Elad Pashtan to wonder whether the U.S. manufacturing sector had "turned a corner." [Read Article](#)

The Election Explained: An Angry Electorate Has Turned Dead-Set Against Free Trade And The Politicians Who Support It

MANUFACTURING & TECHNOLOGY NEWS

Manufacturing and Technology News

The long-festering trade issue has exploded into a political firestorm in the U.S. presidential campaign, becoming the central point of debate. Making the trade issue even more potent is the fact that it has merged with far greater forces of public alienation and anger over declining incomes and a government perceived to be corrupted by corporate influence.

American voters have turned against the proponents of free trade and are expressing themselves at the ballot box, to the shock of "establishment" politicians, and economic and media "elites" who have pushed the free-trade agenda for decades. [Read Article](#)

Airbus, Embraer Offer New Perspectives on Latin American Demand

American Machinist - Robert Brooks



Two jet builders have issued new forecasts for demand in the Latin American region, and while there is general agreement on the factors driving growth in that market there is some variance between their projections and those issued previously by a major rival. Brazil's Embraer Commercial Aviation and Airbus SAS each offered a 20-year outlook for Latin American commercial aviation in connection with the biannual FIDAE Air and Space Trade Fair, ending this week in Santiago, Chile. [Read Article](#)

Boeing Sees Latin American Commercial Aircraft

Demand Tripling

American Machinist - Robert Brooks

Boeing Commercial Airplanes has issued a new 20-year outlook for demand by airlines serving Latin American markets, projecting the region will require three times as many jets to fulfill air traffic requirements. Specifically, the OEM sees the regional demand requiring 3,050 new airplanes by 2035, and projects that as a \$350-billion market.



The forecast for new aircraft is slightly higher than the 20-year regional outlook Boeing issued last November, though the capital-investment projection has not changes. [Read Article](#)

Financial News

Wave-And-Pay Wearables Are Convenient for Users ... and Crooks

IndustryWeek - Bloomberg

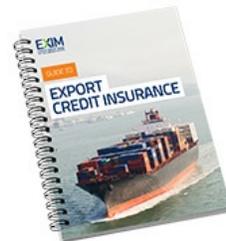
About 80 million wearables will ship this year, and 1.6 million of them will include some sort of payment option. Within the next three years, close to 240 million wearables will ship, and between 70 million and 95 million of them will be linked to our various financial accounts. Is that a good thing? [Read Article](#)



Reduce your risk and grow your exports

IndustryWeek and Export-Import Bank

2014 was a record year for export growth, with \$2.35 trillion worth of goods and services exported, mostly by small businesses. And yet, many businesses limited their export growth due to the risk of foreign nonpayment.



To help small businesses like yours, the Export-Import Bank of the United States (EXIM) offers Export Credit Insurance to allow you to safeguard your foreign receivables, transferring the risk of nonpayment by overseas customers from you to EXIM. [Read Article](#)

Is there a Relationship Between Our Trade Deficit and Our National Debt? - Worth Repeating.

IndustryWeek - by Michele Nash-Hoff,

Inside California Manufacturing

The cheaper China price of goods that we import instead of producing here in the U. S. results in a cost to society as a whole. We need to ask ourselves: Is the China



price worth the cost to society?

In his State of the Union address, President Obama asked Congress for fast track trade authority to move forward on the two trade agreements that have been in negotiations behind closed doors for the past four years: The Trans-Pacific Partnership Agreement and the Trans-Atlantic Trade Agreement. I have already written several articles about why fast track authority should not be granted and the dangers of the TPP. The purpose of this article is to show that there is a relationship between our trade deficits and our national debt. As shown by the chart below, we now have a more than \$18 trillion national debt. [Read Article](#)

PBGC Report: Multiemployer Program Will Require Significant Additional Premiums



Pension Benefit Guaranty Corporation

WASHINGTON - The Pension Benefit Guaranty Corporation today issued its study of revenues needed for PBGC to continue to protect participants in multiemployer plans that are likely to run out of money. (Insurance of Multiemployer Pension Plans: A Five Year Report)

"Without changes, the multiemployer insurance program is likely to run out of money by 2025," said PBGC Director Tom Reeder. "This report offers vital information for Congress as it considers how to stabilize the program and put it on sound financial footing." [Read Article](#)

How Changes in Corporate Culture Have Impacted the Purchasing Profession

IndustryWeek - Paul Erickson

In 1976-just out of college-I hired onto a company that had been around for almost 140 years, hoping that I had found an employer to spend an entire career at. That's the way people thought back then. The indicators were positive.



The company's CEO was married to the granddaughter of the founder. The vibes of the company were also good. I-and everyone one of my peers who hired on then-felt like we were joining an "extended family" where everyone hope for your success and ready to help, if needed, to ensure it. That culture was great.

At that time most successful corporations were focused on supporting a balanced strategy of the "big three" stakeholders. These were the Customer, the Employee and the Stockholder.

The general idea was that taking care of the first two would ensure the third also got taken care of. Each was considered an equal leg on the company's "stool of success." [Read Article](#)

International News

International Business and Sanctions: Proceed with Caution

Thad McBride, Cheryl Palmeri, and Sylvia Yi - Bass, Berry & Sims

Recent changes in U.S. sanctions law have drastically altered the compliance landscape for companies engaged in international business. During the past year, the U.S. government has taken historic steps to ease sanctions on Cuba and Iran while, at the same time, introducing measures to extend sanctions on Venezuela, cyber criminals, and others. And through enforcement actions against both large and small companies, the government continues to underscore that any company conducting business internationally - whether directly or through manufacturing and exporting to non-U.S. customers - must proceed with caution. [Read Article](#)



CETA: EU and Canada agree on new approach on investment in trade agreement

European Union Press Release

The European Commission and the Canadian



Government have agreed to include a new approach on investment protection and investment dispute settlement in the EU-Canada Comprehensive Economic and Trade Agreement (CETA). The negotiations on a free trade deal between the European Union and Canada were concluded in 2014 with a reformed investment dispute settlement system, notably with full transparency of proceedings and clear and unambiguous investment protection standards. Following the legal revision of the text, the agreement now reached includes main elements of the EU's new approach on investment, as outlined in the EU's TTIP proposal of November 2015 and contained in the recently concluded EU-Vietnam free trade agreement. [Read Article](#)

WTO members urged to start preparing for entry into force of Trade Facilitation Agreement

World Trade Organization



WTO members were urged on 3 March to start preparing for the entry into force of the new Trade Facilitation Agreement (TFA) by notifying to the WTO what their technical assistance and capacity-building needs are, and how

much time they will need to ensure effective implementation of the Agreement. Recently, Turkey has become the 71st WTO member to ratify the agreement. [Read Article](#)

Emerging economies drive global trade volatility in 2015



World Bank

After dramatically declining in the first half of 2015, global trade recovered but at a slower pace over the rest of the year, so that world imports grew by only 1.7 percent in 2015 compared to 3 percent in 2014.

According to a new World Bank Group paper, Global Trade Watch: Trade Development in 2015, by World Bank Group Economists Cristina Constantinescu, Aaditya Mattoo and Michele Ruta, global trade in 2015 reflected persistently weak demand and structural changes in world trade, compounded by falling commodity prices and China's transition to a new growth path. [Read Article](#)

A New Frontier: Mars Exploration Unites Europe

IndustryWeek - Bloomberg

While countries in Europe have been slashing budgets, one area has not just escaped the axe, but rather chalked up a stellar jump: space exploration.



The European Space Agency, which launched its 1.3 billion-euro (\$1.44 billion) ExoMars mission to outrace the United States in the search for evidence of life on the Red Planet, has seen its budget expand 75% since 2008, unscathed by the region's sovereign debt crisis. [Read Article](#)

China Tells Foreign Firms: Brace for Bigger Competitors

Bloomberg

Scouring China's annual gathering of leaders for clues about business prospects, foreign companies got a clear message: Brace for bigger, stronger local competitors.



Reform of the nation's \$18 trillion state sector will focus on making companies "bigger and better" with mergers and acquisitions pivotal, said the State-Owned Assets Supervision and Administration Commission over the weekend. That plan to create national champions is undermining the confidence of European companies to put more investment in China, said Joerg Wuttke, president of the European Chamber of Commerce

in Beijing.

The meeting of parliament that ends March 16 has seen few advances on President Xi Jinping's past vow to deliver the biggest market opening in two decades. Foreign companies -- already with marginal access in industries from finance to telecoms -- are now up against mercantilist moves including a "Made in China" initiative and periodic attacks from state entities including China Central Television, which March 15 Foreign companies -- already with marginal access in industries from finance to telecoms -- are now up against mercantilist moves including a "Made in China" initiative aired an annual program renowned for spearing foreign brands. [Read Article](#)

Education, Training & Organizational Development News

Even for Community College, the Poor Pay More

Community College News - Hoyt Hilsman

There has been a lot of bluster in the current presidential campaign about the loss of American competitiveness in the global marketplace.



It is true that we live in a globalized world and that many middle-class jobs have disappeared because of globalization. However, America is in the strongest position of any country in the world to compete for the jobs of the future - if we can get our priorities straight.

Unlike many other developed nations, the United States has some unique advantages - including free and reliable markets, a stable currency and an open and innovative society. But its greatest advantage is its people - a young and energetic labor force that includes the Millennials, the largest generation in American history, and an ambitious and hard-working immigrant population. [Read Article](#)

For some, leaving workforce continues years after retiring

Community College Daily - Adam Allington/Associated Press



Gloria Adamson, 81, never planned to be working this late in life. To cover her bills, Adamson started working as an adjunct professor in the Colorado community college system 13 years ago. The transition from employment to retirement used to be marked by a date on a calendar, along with some sheet cake and a maybe a gold watch. Those days are long gone for most

workers in the United States.

Today, the journey toward complete withdrawal from the labor force can last many years. Economists refer to the transition period as "bridge employment." As more and more Americans either choose, or are forced, into bridge employment, the expectation of what retirement actually means is rapidly changing. [Read Article](#)

Wanted: A Few Good (Female) Machinists, Welders to Fill the Skills Gap

IndustryWeek

Ask a plant manager or manufacturing CEO where the job openings are, and there's a good chance the titles

"machinist" and "welder" will crop up. Those occupations ranked near the top of hardest-to-fill jobs in IndustryWeek's Salary Survey this year, along with other "middle-skill" occupations—those requiring more education than a high school diploma but less than a college degree—like industrial maintenance and quality specialists.



And there's an overall sense the job shortages aren't going away: 67% of the survey respondents said they've struggled to fill a position in the past year due to a lack of skilled candidates, and 78% said their aging workforce is a concern. [Read Article](#)

Employers Must Reveal Anti-Union Activity: DOL

IndustryWeek

The U.S. Department of Labor issued a new rule today requiring employers to disclose when they hire or seek advice from consultants on fighting union organizing campaigns.



The rule closes a loophole in the Labor Management Reporting and Disclosure Act that allowed employers to avoid disclosing such partnerships. The consultants could anonymously provide guidance in creating anti-union materials, strategies and policies, as long as they did not directly contact employees. [Read Article](#)

Environmental, Health & Safety News

OSHA Issues Final Rule on Silica

EHS Today

The U.S. Department of Labor today issued a final rule on respirable silica dust.



The rule, which will limit worker exposure to respirable crystalline silica, has been a long time in the making, with proponents working for decades to increase protections for workers.

The new rule updates regulations established in 1971 and goes a long way in protecting workers from the hazards of silica exposure - lung cancer, silicosis, chronic obstructive pulmonary disease and kidney disease. [Read Article](#)

Corporate Safety Planning: Past, Present and Future

EHS Today

A few short decades ago, safety planning was not considered a priority for many corporations. Instead, most incidents and emergencies were handled as they occurred, as effectively as possible given the limited technology resources available at the time.



Today, workplace health and safety departments have evolved into something else entirely. Safety planning has become a must-have activity for corporation in order to protect organizations and their employees.

To fully understand the importance of corporate safety planning - and to glimpse at how much it has changed our modern work environment - you only need to take a quick look at how far it's come. Here is what worked, and what didn't work. [Read Article](#)

Cost-Effective Use of Computer Technologies in EHS Management

EHS Today

With decreasing budgets and intense pressure to produce more with less, management requires environmental health and safety (EHS) professionals to reduce costs while maintaining high-quality services. In order to meet these expectations, cost-effective strategies for managing the broad range of EHS issues should be considered. [Read Article](#)

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